

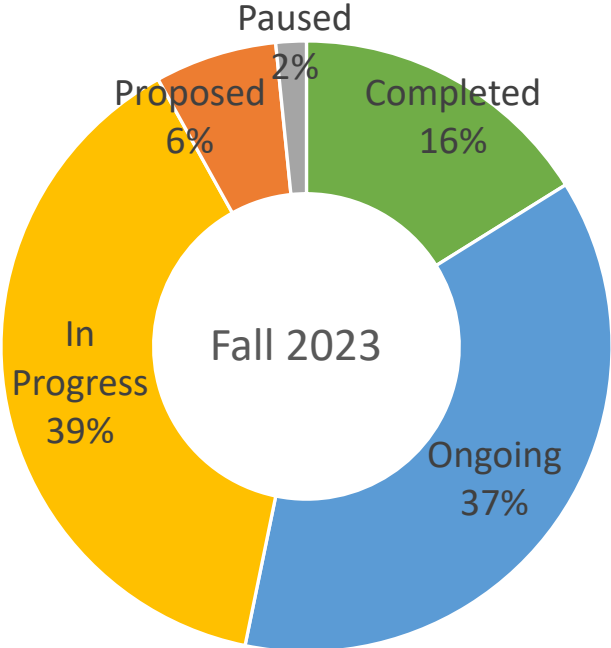
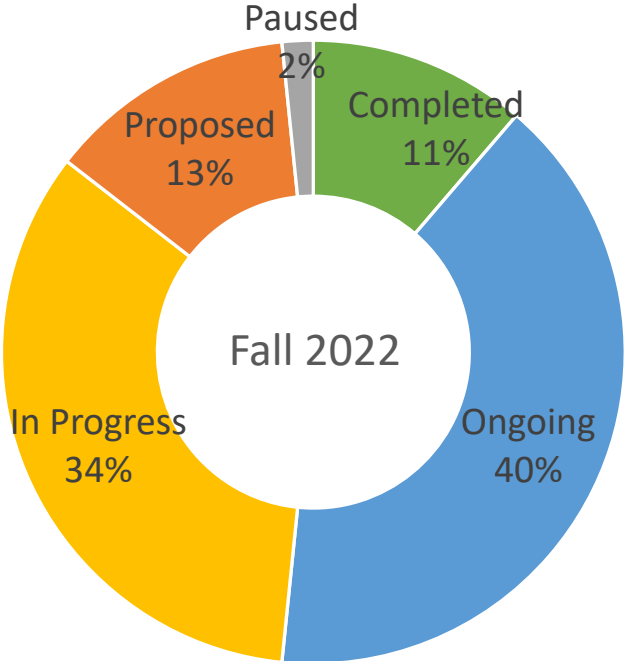
Strategic Plan Updates

College Council

10/2/2023



Overall Progress



Completed Initiatives

SS6.1 Identify and utilize the communication platforms that work best for students. Signal Vine was adopted and is in use through the President's Office, Advisement, etc.

OE1.4 Create more gathering spaces for students. The Cove and SU&IC have completed Phase I of construction and are ready for use as of Fall 2023.

CC4.1 Increase communication regarding changes to policy, personnel, procedures, and resources. Divisions provide regular updates on their activities. HR template created to share changes in personnel along with new contact information in response to vacancies.

WD1.1 Create a centralized workforce location on campus and/or online for students and faculty that offers internships and job opportunities. Career Wave (Handshake) launched in AY 2022-23 and had 283 internships posted in its first year.

Initiatives Started in 2022-23

GP1.3: Promote shared agreement regarding the purpose and functioning of effective governance across the College. The GRACs were convened in Fall 2022 and tasked with reviewing and providing recommendations for governance related to different areas of the College.

CC1.2 Host morale- and team-building activities as well as other activities to engage faculty, staff, and students. This was a huge push this year, with the Sense of Belonging grant and the Campus Climate Grant from CUNY providing opportunities for faculty, staff, and students.

Student Success: Create robust onboarding procedures and continuing-student experiences

- Increased Recruitment in LatinX community
- Revamped the Admitted Student Communication Plan for incoming students to maintain engagement until they become Registration Ready
- Held events for admitted students
 - Admitted Student's Day event on April 29th
 - Admitted Student Information Sessions
 - First International Student Orientation held since COVID

SS: Provide students with clear academic and career pathways

- **Online Programs:**

- New fully-online programs approved: Speech Communication AS, Health Science AS, and Mental Health and Human Services AS.

- **Transfer Initiatives:**

- Six New articulation agreements with Brooklyn College
- Transfer Interest Survey
- Training on Transfer Explorer

SS: Provide accurate, consistent, responsive, and high-quality advisement

Advisement

- Piloted case load management system and received PD on implementing system
- Launched targeted communication campaign with subsets of students

Starfish

- Expanded use of referrals
- Hiring of technology manager to help manage and use data

SS: Develop programs and services that foster student preparedness, resilience, and leadership

- **SU&IC:** You Belong Here, Interfaith Meet & Greet, Faith Zone, Interfaith conversation about anti-Semitism, and a visit to the Museum of Jewish Heritage.
- **MRC** collaborated with NSLS, leading to 25% increase in participation in the Center's activities
- **New Student Orientation** data used to refine Student Orientation for Fall 2023
- **High Impact Practices:**
 - Learning Communities working to expand faculty
 - Civic Engagement established Civic Engagement Fellows group to provide support to faculty in Civic Engagement courses; first round of CE assessment took place Winter 2023

SS: Provide support services that address barriers to success and relieve student stressors

- **Student Wellness Services:**
 - Provided 1,348 counseling appointments and 1,523 walk-ins
 - Reached 3,919 students, faculty, and staff
- **Access Resource Center**
 - Received \$15,468 from DSS/HRA Community Food Connection; \$22,500 in gift cards from Petrie Foundation and Stop & Shop
 - Food Pantry served 4, 447 families.
 - Created new community partners in response to 23% increase in service requests for housing assistance.

SS: Provide support services that address barriers to success and relieve student stressors

- **New Start Program** developed partnerships and have dedicated information sessions for NSP students.
- Developed workflow to streamline readmission appeals and processing applications
- Launched new testing platform for ESL students.
- Hired Single Mother Student Navigator
- Partnerships between Advisement Academies and Athletics to enhance academic outcomes for student athletes
- Increased consistency in tracking student groups

SS: Maintain a culture of service and respect

- Implemented **Signal Vine**
- Workshops for New Faculty (with emphasis on working with special populations of students)
- KCC Professional Development Series for Microsoft Office and Customer Service

Operational Excellence: Maintain facilities that are safe and conducive to learning

- Landscape Beautification
- SU&IC
- Updates to **campus safety**:
 - Conducted Risk Assessment of CCTV's: 17 new, 5 replacement, and 5 repurposed cameras
 - New Roving Motor Patrol vehicle to increase patrolling capabilities
 - New parking lot signage and indicators
 - Improvements to Public Safety Office

OE: Support excellence in business processes that are functional and adaptable

A Small Sample of **New Tools**:

- Financial Aid has new online system
- Use of Events, Interview, and Trips Hobsons/Connect component to create more efficient tracking system for recruitment and enrollment events
- Anthology adopted for managing and reporting out assessment activities
- Faculty Affairs had major push to digitize full-time faculty files.

Communications & Collegiality: Reinforce collegiality, civility, and faculty and staff satisfaction

- MANY events held:
 - 13 Sense of Belonging Grants awarded, serving over 100 students
 - Campus Climate Grant
 - Wave Day
 - 9 Student Town Halls
 - HURFS workshops and events
- Faculty & Staff Satisfaction Survey conducted again
- Community Standards are posted around campus
- Reminders about the Henderson Rules

C&C: Internal and External communication

- The website!
- Student profiles on the website to highlight our fantastic students
- Regular emails from M+C on events, students, faculty, staff, and alumni
- Use of AdRoll to track effectiveness of ad purchases
- Launched new 30 second You Belong Here add on Hulu and YouTube
- HR template to provide personnel updates
- Bulletin boards and screens in use across campus

WDSP: Coordinate internship and job placement efforts between departments and offices on campus

- Career Wave (Handshake) launched
- CUNY announced Career Fellows program to create faculty experts who can assist students with career opportunities.
- Three advisory boards: Tourism & Hospitality, Technology, and Offshore Wind Technology
- Two job fairs held, one per semester

WDSP: Enhance student success by providing professional and technical skills with an academic component

- **Microcredentials:** New microcredentials in maternal health/doula training, community health worker, peer advocacy
- **Connections between credit and non-credit courses and programs:** Connection between Child Development Associate program that will lead into for-credit program in Education Studies

Workforce Development & Strategic Partnerships: Strengthen relationships with government, industry, and employers

Upskilling: Began offering programs in: Diesel Technician, Automotive Service Technician, Electrical Technician, Plumbing Professional, and HVAC Technician

External Partnerships: BoA, TD Bank, JP Morgan Chase, NYC REACH, Bureau of Equitable Health Systems from NYC DOHMH, NYC Department of Design & Construction, NYPD Community Affairs, NYC Department of Transportation.

Governance and Planning: Ensure that governance provides equitable representation, regular reporting, and shared agreement

- GRACs efforts last year were made to increase representation and provide feedback on improving governance
- Regular updates from divisions to College community continue

G&P: Engage in strategic and operational planning that facilitates alignment with institutional mission and provides regular opportunities for sharing

- Each AES unit has updated/revised its mission statement and developed goals
- Mission statements now posted in offices for greater visibility
- Annual reporting and assessment processes have been introduced that will streamline reporting and allow for more open discussion within and across divisions.
- Future efforts will further connect assessment projects into discussion on budget and funding

Pending Initiatives

- WD2.1. Further develop efforts to educate students about the skills needed to increase their employability in the 21st century.
- OE4.1. Take an inventory of all business processes and develop and publish written protocols
- GP1.2. Develop onboarding protocols for College Council members, committee chairs, and other governance leaders
- CC1.1. Create pathways that allow for more collaborative decision making between faculty and administration